

DRAFT SUMMARY OF VICE ADMIRAL TURNER'S REMARKS TO PRESS - 7/25/72

The new President of the Naval War College, VADM Stansfield Turner, briefed correspondents on 25 July on plans for the forthcoming academic year. He said that two areas of traditional strength in the War College would receive more emphasis. One is individual study and research, such as that of Admiral Alfred Thayer Mahan while at the War College. The other is study of Navy management and tactics. The Admiral quoted Fleet Admiral Nimitz's praise for the War College's work in tactics prior to World War II. "The war with Japan had been enacted in the Game Room here by so many people and in so many different ways that nothing that happened during the war was a surprise — absolutely nothing except the kamikaze tactics toward the end of the war; we had not visualized those."

He indicated that it had been necessary since World War II to add a great deal of subject matter to the War College curriculum. The time was ripe, he thought, to ask whether too much was being covered. He stated that the objective of having a War College is, "To enhance the capability of naval officers to make sound decisions in both command and management positions by expanding their logical thinking and reasoning capacities." To achieve this at Newport this year the Naval Warfare course will cover fewer subjects this year, but treat them in greater depth. Most of the teaching will be done by intensive student

reading, periodic essays, and regular seminar discussions with War College professors. Feeling that lecturers exercise the student's thinking capacities less than rigorous individual study, Admiral Turner said that there would be many fewer lecturers next year. Distinguished military, government and business personages will still be sought, but there will be more academic experts who will come to the campus for 3-4 days instead of the usual 3-4 hours for most lecturers. The objective will be to generate the direct student-professor exchange that is missing on many campuses today. There will also be two one month periods of intensive individual research during which the student will have few, if any, classes to attend.

The shift in emphasis toward management and tactics is a result of the Admiral's opinion that international relations and broad strategy have been over-emphasized in recent years in all War Colleges. Turner said "The way we allocate and manage our scarce resources will have as much effect on our strategy as any consideration of strategic principles." He also said that the rapid changes in technology made it important for senior officers to review their tactics. "Too few people and organizations in the Navy are ~~giving~~ giving serious thought to the development of new tactical concepts." he said.

In line with shift in emphasis from international relations to management and tactics, there will be a moratorium in George Washington University masters degree program in international affairs this year. This will apply only to the Naval Warfare (senior course). All of the changes planned will be phased into the Command and Staff Course more gradually.

There will be emphasis on academic freedom of discussion this year. Officers on the faculty as well as students will wear civilian clothes and all name tags will show first names rather than rank.

It looks like an exciting year for this next crop of Naval War College students: a new President; a new curriculum; and a new building and housing programs, the first parts of which will come on the line shortly.

4/25/72
Press Brief

INTRODUCTION

WELCOME

LOOK FORWARD TO CHANCE TO CHAT

PLEASED NEWPORT CIVILIAN AND ACADEMIC

COMMUNITY REPRESENTED

OPEN MY TERM DEDICATED SAME WARM

RELATIONS

PLEASED SO MANY MEDIA HERE

PURPOSE IS TO OPEN A CANDID EXCHANGE
DONE LOT THINKING 5 MONTHS - SHARE
CONSIDERABLE MISUNDERSTANDING OF MILITAR

TODAY

WANT TO KEEP RECORD STRAIGHT

PEOPLE JUDGE US FOR

WHAT ARE NOT

WHAT SUPPOSED TO BE

START LOOK AT WAR COLLEGE - WHAT IT IN FACT

IS

MANY THINGS EVEN DOVES GLAD TO KNOW ARE

DOING

STUDY WAR

NOT SOUND PLEASING TO MANY PEOPLE

TODAY

CANCER

PREVENT

COPE IF COMES

STUDY

1. GENESIS - PRESSURES - FACTORS

MISTAKES - UNWANTED WAR

2. HOW TO CONDUCT NAVAL ASPECTS OF
COURSES

REMISS - \$25B - NOT READY

BOTH AREAS - NOT TECHNICIANS

MEN DEPTH UNDERSTANDING

PROFESSION AND ITS PLACE IN OUR SOCIETY

REMEMBER - STUDENTS 12-18 YEARS OF SERVICE
USNA - PG SCHOOL

NOT HERE FOR TRAINING

EDUCATION - PROCEED TO TOP PROFESSION

3

1884 - BIG BUSINESS - MID CAREER

BROADENING - 10-15 YEARS

BECAUSE ON EXECUTIVE LEVEL - ~~NOT FACTS~~

BROADER FACTS
OUR OBJECTIVE IN MY VIEW IS:

"THE OBJECTIVE OF THE NAVAL WAR
COLLEGE/IS TO ENHANCE THE CAPABILITY
OF NAVAL OFFICERS/TO MAKE SOUND DECISIONS/
/IN BOTH COMMAND AND MANAGEMENT POSITIONS/
BY EXPANDING THEIR LOGICAL THINKING/AND
REASONING CAPACITY."/

FLEXIBILITY OF MIND - *ADAPT CHANGING SITUATIONS*

ESPECIALLY IMPORTANT

NATIONAL UNCERTAINTY

TECHNOLOGICAL CHANGE

HOW ACHIEVE THIS

EMPHASIZING METHOD OF TEACHING NOT

CONTENT

ACCRETION

OMISSION WORTHWHILE

STOP PAUSE

TEST:

ACADEMIC? -- CAN TEACH IN WAY TO FORCE

EXPAND THINKING --

IF TAKE METHODS APPLY

~~develop methods applicable all~~

~~areas~~

WHATEVER ENCOUNTER

FOR INSTANCE -- STRATEGY

SLIDE 1 STRATEGY

A 2 APPROACHES

HISTORICAL APPROACH - CASE
STUDIES

DEPERSONALIZE

FORCE TO DIG OUT PRINCIPLES -
REAL LIFE

EXAMPLE - BUT APPLIES TO ALL

SLIDE 2 3 AREAS
STRATEGY

MANAGEMENT

HOW PICK NAVY TO FULFILL
STRATEGY

HOW MAKE DECISIONS?

CASE STUDIES

NOT COVER ALL TYPES-

PRINCIPLES

2

(Slide 2) TACTICS

HOW EMPLOY FORCES HAVE SELECTED
UNDER CHANGING CONDITIONS/
TECHNOLOGY
EXAMPLES--

NOT ALL INCLUSIVE

TEST WILL BE FLEXIBILITY

NOTE

2 COURSES

SO MUCH WHAT TEACH - MENTIONED
DO IT WITH CASES RATHER THAN
COURSES

TECHNIQUES - HOW

WILL HAVE FEWER LECTURERS

MORE INDIVIDUAL - HARDER

READING

WRITING

SEMINARS - 15

RESEARCH

3

EXAMS - NOT TEST TAX

GW PROGRAM MORATORIUM

ACTIVE vs PASSIVE(Lecture

NOT DO AWAY LECTURERS

DISTINGUISHED LECTURERS

VISITING PROFESSORS

INCREASE INTERCHANGE

WHAT IS LACKING ON CAMPUSES

WANT ACADEMIC FREEDOM

ORGANIZATION

UNIFORMS

FIRST NAMES

ELIMINATE BARRIERS

IDEAS AND INDIVIDUALS NOT

RANK

RANK DOES NOT MEAN RIGH'

DIGRESS

CURRENT CIVILIZATION

4

LECTURES-

NOT ACADEMIC

GENETICS

ART

POETRY

MUSIC

LIB

PLAYS TO STRENGTH

MATURE STUDENTS - DIRECT

DEDICATION AND DISCIPLINE

INTO SCHOLARSHIP

EMPHASIS ON SCHOLARSHIP -

DIFFERENT TACK - NOT NEW

HARKS BACK TO WHAT HAS MADE

NWC FAMOUS

1. MAHAN

2. NIMITZ

"THE WAR WITH JAPAN HAD BEEN
ENACTED IN THE GAME ROOM HERE BY
SO MANY PEOPLE AND IN SO MANY
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EXCEPT THE KAMIKAZE TACTICS TOWARD
THE END OF THE WAR; WE HAD NOT
VISUALIZED THOSE."

SHIFT IN EMPHASIS MANAGEMENT AND
TACTICS--

RECOGNIZE \$ PINCH

RECOGNIZE MANAGEMENT PROBLEMS

OVERRUNS

RECOGNIZE IMPACT ON STRATEGY

RECOGNIZE TECHNOLOGY

NOT NEW

IMPACT ON FUTURE OF NAVY -LEADERS
NAVY INTEREST

1. NEXT CROP MOST CAREFULLY
SELECTED

NOT JUST CNOs

2. BUILDING PROGRAM
HOUSING

3. CNO

PERMANENT

BUILDING FOR LONG TERM
EXCITING

GRATEFUL IN NEWPORT

*Well received
wonderful
community*

Possible Questions and Recommended Answers
25 July media briefing

1. Soviet Navy. It is desirable that early in the question session you take any general question about the Navy and the Soviet Navy and give the pitch about relevant Seapower, keeping sealanes open, Zumwalt's four missions, etc. Can't compare the two and why. Might also want to give them a few squirts on Bi-Polar/Pentagonal worlds. A general discussion along these lines would be valuable if there is interest and it would prevent "irritant" questions.

2. Name of War College. This subject might come up. If it does, your answer should be: "I understand this question was discussed by some of my predecessors and the Navy Department but the decision was made to leave the name as it is. I'm not aware of any effort now underway to consider a new name." Brush off any further question with a repeat. However, if question is politely worded and person is genuinely interested, thank him for question and you will take the matter under advisement.

3. Deployment of ships. If force level at Newport comes up as it might, answer as follows: "As you are aware, this is a matter that is really out of my purview. Admiral WEschler, who is with us today, is the expert on this subject and I'm sure you could get in touch with him at another time for clarification on the subject. However, I can observe that the Navy continually assesses the disposition of its units so it's hard to give you a hard and fast answer. Furthermore, if more budget cuts develop in the future, we will, of course, have to look a more reductions although (and I stress this) this does not necessarily mean any such reduction would involve Newport. Right, Tom?

4. Future of the War College. Although you will make it clear in your prepared remarks that the future of the College looks quite secure, someone may ask the question. Answer: "Well, I have just discussed with you a building program totaling nearly \$23 million and pointed out that our goal is to raise the student body number to around 700. With these goals in mind I feel quite confident the NWC will be a permanent part of the Newport community for years to come." (Don't mention McGovern budget)

5. Community relations. At an appropriate time, strongly recommend you comment on your observations (although limited yet) of the fine ties that exist between the Navy and the communities of Newport and Middletown (reps present). Fine spirited community, good rapport and willing to thrash out problems when they develop. A kudo won't hurt.

6. Fire Fighting. Black clouds could gather over the media briefing re: fire fighting school. Again, answer: "This is a problem and concern to all of us here today, although this is a matter under Admiral Tibbet's jurisdiction. I can comment, however, that no body is more interested than I in correcting this ecological problem. I understand there is now a request before Congress to provide funds to build a new and modern fire fighting facility at McAllister Point which would include a smoke abatement system that will take the black clouds away for good. Be assured everyone is working as hard as possible to get this corrected as soon as possible." *lines*

7. Waste and Sewage Disposal. Base Commander and PWC recommend the following answer: "I understand the Base Commander and the Public Works Officer and their people are working closely with the surrounding municipalities and the Regional Disposal Authority to solve this problem quickly and satisfactorily. I know the Navy is dedicated to a regional solution to this matter. I would appreciate it if you would direct any additional questions on this subject to the Base Commander at some other time."

8. Navy Dependent Housing. Answer: "I have already discussed briefly with you our foreseeable plans for housing for Naval War College students/faculty and their dependents. Beyond the status quo would only be speculation with too many variables for a predictable program. However, I want to assure you that even with the building program now in effect we will not, nor would we ever hope to, provide enough housing for everyone. We are going to continue to have to rely on the communities in this area for housing for our personnel and their families...and I'm not even talking about the requirements Admirals Tibbets and Weschler have -- the support of the surrounding communities has been out-

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standing and we are deeply grateful for it." Also, mention these points:

a. we will work with you plans for the future as they develop (if and when) and all plans will be in concert with our friends in the area.

b. no surprises

c. compliment Colbert's effort to have homes built at Fort Adams in harmony with area architecture.

d. encourage publicity of ribbon cutting when 60 units are finally ready.

e. might want to make a plea to help house families on temporary basis until new units area ready — *not required although situation might be explained.*

9. Mr. Chafee. If somebody tries to get dirty or tries to evoke a little controversy on your past relationship with Mr. Chafee, handle it as follows: "Extremely pleased to have had the opportunity to work the former SecNav and impressed by not only what he did in behalf of the Navy but also impressed by the contributions of other SecNav's, Mr. Ignatius and now Mr. Warner. As far as that goes, I am tremendously impressed by the strong support the Navy has gotten (and gets) from all of your elected government officials."

If someone really gets dirty and asks if Mr. Chafee helped you get the job as President, "I would hope that my performance of duty while in the Secretary's office was ^{one of} the major factor for the Navy selecting me for this position." (smiling all the while you say it) No other comment needed.

10. LHA, DD 963, Trident and Mark 48. Based on the meetings with the media during the past two weeks, you should not get queried on these. If you should, "I'm sorry but I really can't give you an up-to-date answer on those (it) because I've been out of the main stream for a while. I think your best bet would be to call OSD/PA for an up date."

11. F-14. Answer: "Mr. Laird discussed this subject with the media in the Pentagon just last week. I think I am right in saying that the Navy has taken the position and will continue to take the position that it has a valid, ~~enforceable~~ contract with the Grumman Aircraft Corp. ~~Admiral Zumwalt~~ Admiral Zumwalt, and Secretaries Warner and Chafee have stated the same position and that the Navy will continue to follow through on that contract under the terms

of that contract and insist upon the G.A.C. delivering on the basis of that contract."

NOTE
#30

12. Cost overruns. Answer: "I'll have to defer to the experts in Washington, D.C. on that." (Remember the query and talk with him later at dinner -- off the record) -- if the query even comes up.

13. Systems Analysis. What did you do before coming to Newport? What was your job? Answer: ships of 23/27 knots and \$2.00 more for extra four knots -- example you used in Boston with Winship and Taylor.

14. SALT. Answer: "Let me answer that by repeating what Admiral Zumwalt told an audience in St. Petersburg, Fla recently -- We in the Navy were neither opposed to this agreement nor displeased with the summit's outcome. I can state to you categorically, that we have supported it from the first, and I feel it offers the past path to deal with a new reality -- the reality? balance of power." Conclude with, "In this context it would, in my judgement, be most unwise to assume that, since the strategic deterrent role of the Navy is now regulated the toehrs need not be tended to. There is nothing in the summit agreement to indicate that we can assume this and everything in the cycles of history -- dating back to before this country's founding -- to warn against such complacency on our part." Bring in point that subjects such as this will be topics for discussion at War College, etc.

(now Professor)

15. Si Bunting. Answer "I look forward to having Major Bunting with us this year. As a matter of fact, he's here with us today. I think Si's presence on the faculty will help to stimulate a real academic atmosphere where views can be exchanged and thinking will be stimulated. I've come to know him quite well and I can assure you is one of the top pro's in the business -- he certainly has few peers as a military historian." If follow up question leads to conflict of interest re: Bunting then answer, "Major Bunting has assured me his personal literary activities will not interfere with his official duties," and again I want to stress that to have a real academic atmosphere we must be able to exchange ideas and hear all sides to each point-- Si's expertise

will be a big bonus to us."

16. Recruiting. (info coming from E. Tidd)

17. Naval Reserve Forces. (Pages 32-34 CNO's statement to the Senate AFC) Answer "I can report what Admiral Zumwalt told the Senate AFC recently -- we expect to have about 129,000 in the selected reserve this year -- one Navy concept -- Naval Reserve combat units operate under the same Navy commands which are responsible for their active duty counterparts. As a result of increased command emphasis on readiness, and the infusion of aircraft and ships resulting from active fleet reductions, Naval Reserve readiness is rapidly improving." You might add: "We are extremely happy to work closely with the naval reserves in the area -- many fine programs for training and recruiting are coordinated by area reserve units and they do an excellent job."

18. Breaking Russian Code. I doubt if this will get asked, however, answer is: "That subject is really out of my area of concern, but, again, I can tell you what Mr. Laird has stated on the subject: He would not comment on the subject about the National Security Agency. I think that's a rather wise policy." Next question.

19. McGovern Budget. Answer: "I'm sure you will agree this is a political issue, therefore, I am restrained from commenting on your question."

20. NROTC. If asked about Brown University, "Quite sorry to see the unit disbanded for removing the NROTC takes away, I feel, from a healthy, academic climate -- again it is important that all sides of an issue be studied and presented. Sidetracking the NROTC unit destroys the true concept of academic freedom."

21. NROTC. (Numbers of) 60 units as of 10 July 1972. New ones at: North Carolina Central, Florida A-M, University of
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Florida, Texas A-M, University of West Florida and Maine Maritime Academy.

22. Vulnerability of Nuclear Submarines. VADM King in Senate testimony stated, "There has been some concern about the current vulnerability and, therefore, survivability of our Polaris-Poseidon submarines. That is not a problem." He went on to add that there is need to replace older fleet ballistic missile sub if russians improve their ASW capability or improve their defense to point that weapons systems would not be effective -- estimate that space of 20-30 years will make the fleet ballistic missile submarine obsolete -- ultimate goal to replace by ULMS -- conversion to Poseidon which improves weapons system--will delay obsolescence.

23. Dikes and Dams. Unlikely, however, should you be asked: "Well, that's getting a little afield from NWC matters. All I can tell you is what I have read or heard. Late last week Mr. Laird stated there will continue to be no repeat no targetting of dikes and dams in No. Vietnam -- except where there may be AAA or roadway -- if any dikes or dams hit it would be because the dike or dam was being used for military purposes. If you want more information on this subject, I suggest you contact OSD/PA."

24. Base Closures/Reductions. Answer: "At the moment, I have no inside knowledge of any base closures or major reductions at Naval bases in the New England area -- however, the subject of base economics is always alive in Washington. Such decisions are never taken lightly, are announced well in advance and the Navy makes every attempt to relocate employees."

25. Budget. Reason why Navy will have largest budget. Mr. Laird in posture statement to Congress said "Budget authority for strategic nuclear forces will increase by \$1.2 billion including the major step to ULMS and new, advanced airborne command post. Also authority increased for shipbuilding and conversion by \$500 million for a level more than two times the 1966-70 average -- demonstrating our emphasis on modernizing and maintaining a strong Navy."

26. Drugs (answers for #26,27 being prepared and will address over-all Navy policy as well as Newport area) staffed by CHINFO and NavBase Commander
27. Race Relations

28. Availability of Guests, etc. Although you have discussed this everywhere we have been, someone whom we have not seen will probably bring this up. Answer: "Yes, I'd like to see the media have a better shot at some of our distinguished guests and lecturers. Of course, I have to look into this subject since I haven't been on board long enough to find out what the groundrules have been/are on the issue. However, I don't see any reason why, if the guests is amenable to the idea." Add what types of speakers you hope to get and that we should be able to work it out to the media can tell us what guest (s) they would like to meet. We can arrange it ahead of time.

29. Navy expenditures in area. According to the very complete and professional ANNUAL REPORT put out by the Naval Base Commander, I understand the 1971 gross payroll for Navy and civilian employees in the R.I.-Southeastern Mass are totaled more than \$318 million -- an increase of about \$33 million over the previous year.

a. 27 per cent or \$95 million was paid to civilian employees at Newport and Quonset-Davisville

b. Construction in Narragansett Bay area totaled (will total) \$15.5 million.

c. ON east side of Bay salaries for civilians totaled \$44 million, military personnel amounted to nearly \$150 million for a grand total of nearly \$195million

We distributed some of the ANNUAL REPORTS and if you would like one, suggest you see Mr. Frank Pritchard, BASE PAO.

30. F-14 Problems. Captain Nott recommends the following answer: "Every new development, particularly that of a high performance weapons system, involves some problem and de-bugging. We always expect to turn up such things in new ships or airplanes and, in fact, our rigorous acceptance inspections and tests, are designed to do just that. Safety items, particularly, get far more attention from us than from you. We fly the things."

8-8-8

16. Recruiting. Following info provided by First Recruiting District and represents last minute figures and policy:

a. First District Quotas: In FY 72 the quota was 15.2% of 85,000. In FY 73 it will be 13.9 of 154,000. First District shipped 11,340 for total of 84% or Six percent better than the over-all Navy average of 78.8% (see attached Navy Times article)

b. Navy against over all efforts of other services:

Marines 111.7% Air Force 100% Army 96.7 Navy 78.4

c. First District intends to up its average for FY 73 because 127 additional recruiters are being added. Other factors which pertain: population shift is away from New England thereby reducing availability of qualified recruits. Navy also going after ONLY QMA -- qualified military availability. (more on QMA later)

d. Reasons for difficulty in recruiting quota for Navy:

- (1) Zero draft environment
- (2) Competition from other services
- (3) Population shift
- (4) no other resources for recruiting help
- (5) goals increased, fewer to draw from

ee Ten stations in First district reached 100% of their quota.

f. Boston was last (#40) out of 40 in First District however if QMA principle applied, Boston would have been #25

g. ON the other hand, recruits from Boston at training centers have lowest drop out rate in the Navy (4% vice average of 10% from other areas)

h. IN spite of competition and figures, Navy increased its share of the pie (enlistees) although goal was not reached.

i. No demographic survey available which is accurate, however, recruiting command believes about 30% of career navymen do come from Central United States -- no reasons available -- except Navy appears to be glamorous, travel, unfamiliar (i.e. still attractive area more patriotic, less anti-war activity, etc.

QMA CONCEPT -- term used in looking at the population, it is an extension of a census analysis. QMA based on the rejection rates at Armed Forces Entrance and Examining Stations (AFES) over previous years. ANTICIPATED AMOUNT OF YOUNG MEN BETWEEN AGES 17-22 WHO CAN PASS PHYSICAL AND MENTAL TESTS AND BE ABLE TO ENTER MILITARY SERVICE.

(more)

(Recruiting continued)

Presently, are 12,000,000 young men 17-22
11.6 percent of population

Three out of every four not available because:

- a. not qualified
- b. veteran
- c. student *fulltime

Therefore, at best 2.6 million available for all
services to recruit -- at worst only 1.0 million -- taking
into account a fourth factor with three above -- that factor
being the person has something else to do besides go into
the service.

So, QMA is about one million young men whom will
be approached by all services. The Navy needs to get 154,000
of that pie.

26. RACE RELATIONS. If asked, "No apparent problem at the War College -- and I understand we have an effective minority affairs program throughout the Navy commands in the area. I can tell you what Admiral Zumwalt has recently reiterated to all hands -- "For the good of the Navy and all our people, I wish to reemphasize my vital concern with race relations and reaffirm my commitment to equal opportunity and treatment for all Navy personnel. ours must be a Navy family that recognizes no artificial barriers of race, color or religion. We must work to improve race relations and I call upon each of you to renew and intensify your dedication to making our Navy a model of equal opportunity for all. The pride and professionalism, which is our standard is incompatible with racial discrimination or segregation in any form."

If asked how many minority students coming in this August, answer is "I can't tell you right now because selection is based on many criteria, one of which is not race, color or religion. Historically, we have always had a representation which has been parallel to that of the minority population in the Navy -- about 5 to 7 percent."

How many on your staff and faculty? Answer: _____

27. Drug Awareness. If anyone asks about drug "abuse" at the War College, of course, the answer is "there is none." If asked about the Navy in Nar Bay area the answer should be: "I really haven't gotten into this area since the first 25 days of my tenure here have been so busy getting the curriculum ready for next month and to get ready to meet with you all today -- however, I have learned that the Navy's excellent drug awareness program has virtually eliminated the drug abuse problem. The Naval Base Commander has set up an excellent Drug Abuse Care Center and I suggest if you want details on that you contact the Base Commander or his public affairs officer."